



# SCS2 Synergy Programme Director

Civil Service Jobs Reference:

Closing Date: Monday 12<sup>th</sup> September 2022

Salary: Circa £130,000

# Welcome from Debbie Alder

## Director General People, Capability and Place in DWP and Director General Synergy Programme Sponsor



If you are passionate about internal organisational transformation this role provides considerable challenge and enormous opportunity to transform shared services in Finance and HR for four departments and 220,000 Civil Servants. The Programme is a key enabler of us delivering citizen services in the most efficient way, and for giving colleagues a great experience. If this role excites you, I very much look forward to hearing from you.



If you are motivated by organisational transformation, this is an exceptional role, leading the next stage in transformation of Shared Services in Finance and HR across 4 Government Departments, who combined, employ half the Civil Service – 220,000 people.

The four Departments, each a separate employer, have already worked as a cluster for second generation shared services. This challenging programme is making a shift in the quality of employee experience and business insight, in facilitating greater interoperability across Government, enabled by the move to the cloud and evergreen Software as a Service.

A Programme has been established across the Synergy Cluster to achieve this and driving forward the Government Shared Services strategy in so doing. The programme includes culture change, building a common operating model, business processing services (BPO) and commercial strategy.

The Synergy Programme Director will lead a team of around 130 individuals. This role has strategy through to implementation. It has leadership impact at scale. The challenges are unprecedented. You will be ambitious - and share my ambition – to build a reputation for delivering a step change in employee experience and business insight.

We aspire to be a truly inclusive employer and welcome applications to help us reflect the citizens we serve. We promote “I can be me in DWP” to help us create a place to work where everyone feels they can be valued and respected while being themselves and everyone has a role to play in creating a more healthy, safe and inclusive workplace. I welcome you bringing your different perspective, life experience, knowledge and ambition to this role. Thank you again for your interest.

### **Introductory Video Message**

[Debbie Alder introduces the Synergy Programme - YouTube](#)



# The Synergy Programme – Departments involved

The Synergy Programme comprises the Ministry of Justice, Department for Work and Pensions, Department for the Environment, Food and Rural Affairs and the Home Office – organisations that have real impact and accountability for our citizens. Together, the four departments employ over 220,000 civil servants. As Programme Director, you will be employed by the Department for Work and Pensions, working closely with the other 3 departments listed.

## Ministry of Justice

The Ministry of Justice is one of the largest departments across Whitehall, with a team of close to 90,000 people based throughout the UK, working on a high profile, fast-paced and complex delivery and reform agenda. Our vision is to deliver a world-class justice system that works for everyone in society.

Our remit includes Courts, Prisons, Probation Centres and each year, millions of people use our services across the UK - including at over 300 courts and hearing centres, and over 100 prisons in England and Wales.

## Department for Work and Pensions

The Department for Work and Pensions (DWP) touches the lives of every citizen in the country at some point in their life. We employ over 90,000 people, as the UK government's largest public service provider, we support people into work, help disabled people live more independent lives, improve house and tackle homelessness, provide the financial foundation for a secure old age through the State Pension, and ensure children of separated parents have more opportunity to fulfil their potential through a better child maintenance system.

## The Home Office

Every day, Home Office colleagues across the UK and beyond deliver outcomes to improve citizens' lives, as we strive to build a safe, fair and prosperous UK. To deliver this work is a collaborative effort, and we rely on talented people with a wide range of skills and experience.

Our work is never far from the news. It is high profile, challenging and it carries a lot of responsibility. It is also extremely rewarding; few organisations can offer careers with the potential to make such a significant positive impact on society and on the lives of others. This privileged position offers great opportunities for colleagues, including for their development and career growth.

## Department for Environment, Food and Rural Affairs

Our vision is to create a great place for people living in this country. We are here to make our air purer, our water cleaner, our land greener and our food more sustainable. Our mission is to restore and enhance the environment for the next generation, leaving it in a better state than we found it.

# Our Values

As a DWP employee, you will role model our departmental values



## We Care

We listen to each other and to our customers. We take people's needs seriously.



## We Deliver

We learn and grow together to find better ways of working. We change what we do as our customers' needs change. We are committed and professional. We take responsibility for getting the job done right. We take pride in our expertise and our purpose.



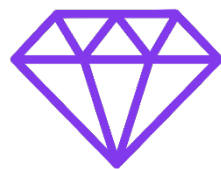
## We Adapt

We learn and grow together to find better ways of working. We change what we do as our customers' needs change.



## We Work Together

We pull together because we know that when we join up with others we achieve greater things.



## We Value Everybody

We work to make this a place where everyone belongs and can be at their best. We know that being inclusive will be at the heart of our success.



# We are committed to equality and valuing diversity within our workforce

**We value everybody** and we are passionate about making DWP an inclusive place to work where everyone feels they can be themselves and are supported to be their best. As a department we are committed to providing services to citizens which embrace diversity and which promote equality of opportunity. As an employer we are also committed to equality and valuing diversity within our workforce.

Our goal is to ensure that these commitments, reinforced by our values, are embedded in our day to day working practices with all our customers, colleagues and partners. We value work-life balance and offer flexibility in how you work. You'll be encouraged to develop your skills, with many opportunities to develop, learn and progress in a fast-paced organisation.

As a public body we take our responsibilities under the Equality Act 2010 and the Public Sector Equality Duty (PSED) seriously. Everyone has the right to an environment where diversity is valued and respected.

Everyone working for the Department must ensure that that they treat their colleagues, and anyone they come into contact with respect and must ensure that they do not bully, harass, victimise or discriminate against anyone on the grounds of equality. Should unacceptable behaviour occur then colleagues are encouraged and supported to challenge and report this.

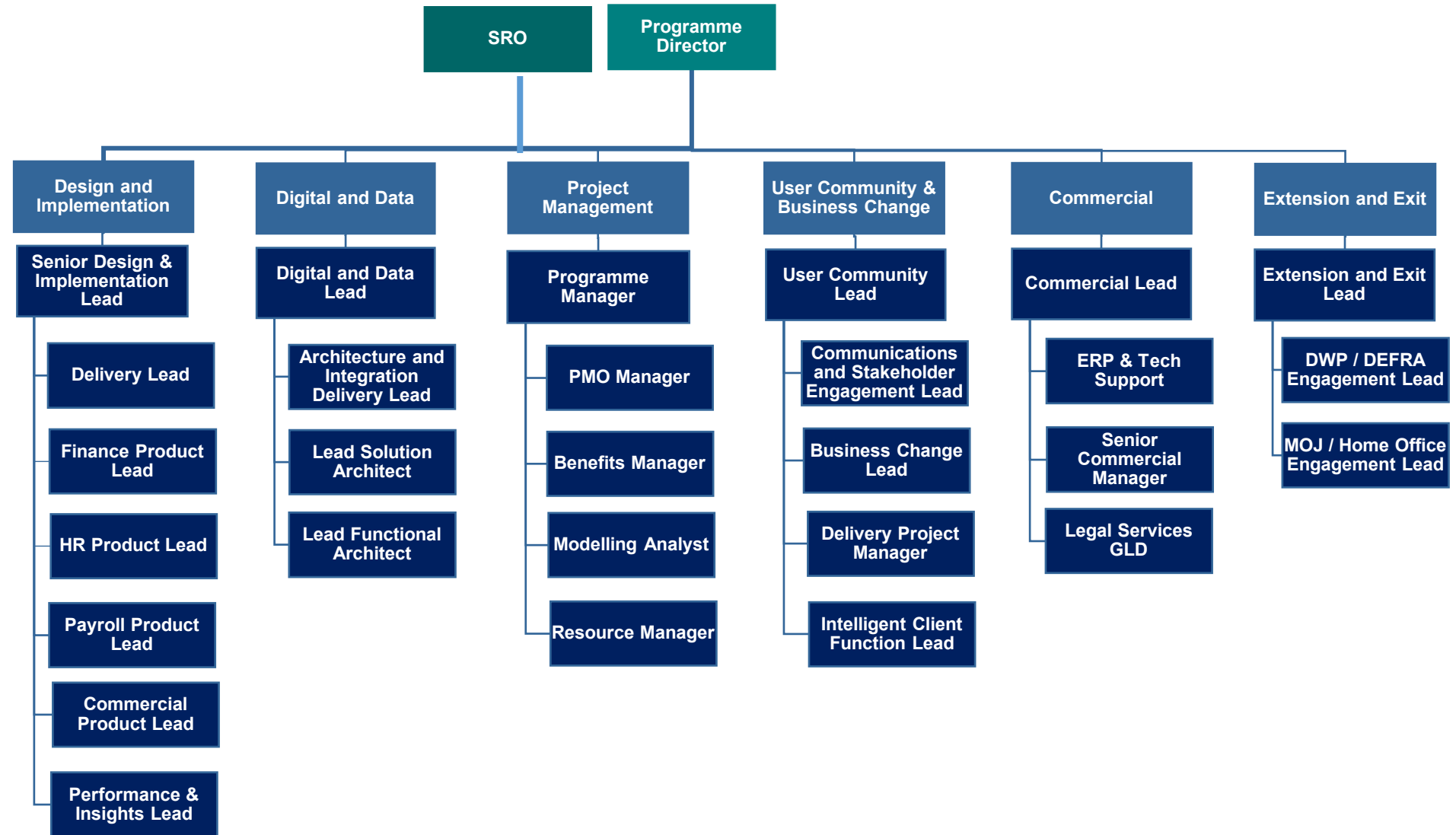
Our diversity expectations are embedded within our Values, standards of behaviour and Civil Service Code.



# Synergy Group Organisation Chart

## Synergy Resources

The Synergy Programme Director will be employed by DWP and will have indirect leadership of Synergy funded resources who will be embedded in the four departments, working in collaboration with the four departmental programme teams.





# About the Role

Job Title:

## **SCS2 Synergy Programme Director**

**Vacancy reference:**

**Salary:**

This post is SCS2 level. The salary is **Circa £130,000**

Civil servants applying on promotion will usually be appointed to the salary minimum (£93,000) or within 10% of existing salary.

**Location:**

Leeds, London, Newcastle, Sheffield, Blackpool, Cardiff, Birmingham, Glasgow or Manchester hub locations. Other locations could be considered for the right candidate by exception.

This role is suitable for hybrid working, which is where an employee works part of the week in their DWP office and part of the week from home. This is a voluntary, non-contractual arrangement and your office will be your contractual place of work. The number of days that anyone will be able to work at home will be determined primarily by business need but personal circumstances and other relevant circumstances will also be taken into account. If you are successful, any opportunities for hybrid working, including whether a hybrid working arrangement is suitable for you, will be discussed with you prior to you taking up your post.

**Please be aware that this role can only be worked in the UK and not overseas.**

Government Shared Services (GSS) affect over 450000 civil servants, providing business critical tools in human resources (HR), Finance, payroll and procurement. In response to government ambition for improved services the Government Shared Services team have reset the strategy, moving from individual departments procuring to a more collaborative approach in designing, implementing and running shared services, as a result setting up a series of shared service clusters.

The Government Departments using the ISSC2 framework (with SSCL as provider) have contracts due to expire and need to move swiftly to a new service and contract arrangements to minimise risk to the underpinning Enterprise Resource Planning (ERP) systems used by corporate Finance and HR functions. SSCL is currently both the holder of the existing technology platform (SOP) and provides business processing services (BPO).

The Synergy Programme comprises the Ministry of Justice, Department for Work and Pensions, Department for the Environment, Food and Rural Affairs and the Home Office. A Programme has been established to bring together our plans in line with GSS strategy: this includes building a common operating model, BPO and commercial strategy. Due to the value and nature of this programme it will be classified as a government major programme.

To support this, the Departments have created the Synergy Programme to ensure cross departmental working and co-operation, aligning around a common operating model, shared procurement and common data standards. The Synergy Programme Director will have indirect leadership of Synergy funded resources.

# About the Role

Working closely with the Senior Responsible Owner (SRO) and the lead Director General as well as other Directors General in 4 departments, the Synergy Programme Director will lead the activity to design, procure and implement cloud-based end to end ERP and wrap around services across the 4 Cluster Departments (currently working to a delivery date of November 2023). Specifically, they will:

- Lead the development of a full business case for transformation, securing safe passage and sign-off through cross Government governance within HM Treasury and Cabinet Office.
- Act as point of contact with key stakeholders and provide leadership across necessary business change in departmental programmes ensuring limited resources are prioritised.
- Own, maintain, and track progress against the programme's Integrated Assurance and Approvals Plan (IAAP) ensuring there is a robust change control in place which protects the integrity of the common operating model design, technical specification and BPS service specification.
- Build engagement and support for DD Synergy programme within the Departments, cross Government and externally, with world class vendors, implementation and change partners.
- Build and maintain strong relationships with senior stakeholders across HM Treasury, Cabinet Office and other central government organisations, especially to support the SRO to shape the operating environment.
- Provide effective and strategic Programme Delivery leadership. The total number of people working on the Synergy Programme will exceed over 100 staff. Colleagues are from different Departments, professions and disciplines who need to work as a coherent team and will be based across the country at multiple sites. There will be a blend of employees and contractors working across multi-disciplinary teams including Finance, HR, Commercial, Digital, Analytical, Operational and Project Delivery disciplines
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- Build a high performing, inclusive and multi-disciplinary programme team comprising HR, Finance, Digital, Change and Commercial professionals both embedded and in partnership roles from the 4 Departments, working closely with the Departmental Programme Directors and their departmental teams.
- Resolve and decide compromise solutions to issues and conflicts between departments to ensure smooth end to end process and service design and ensure that the Departments design proposals and assumptions are consistent with the Synergy strategy
- Drive performance and monitor delivery of the Programme plan, specifically that spend, risks, assumptions, issues, dependencies, benefits and milestones are effectively managed. At this stage the Synergy Programme, working on behalf of all 4 Departments, will be responsible for securing sufficient funding and resource to deliver at each stage of the programme life cycle from concept design, user adoption and full implementation. Working with the Departments, develop the commercial strategy and lead the procurement of solutions (technology, systems, services, change and integration support) bringing together appropriate expertise and knowledge to evaluate and select the right providers.
- Ensure safe, secure and compliant exit from the existing contract, identifying the impacts of doing so – including in terms of service transition and TUPE; in order to safeguard continuity of service provision now and in the future – ensuring colleague experience remains at the heart of the transformation at each stage.
- Work with the Departments to ensure the business case reduces running costs and achieve best value for money.



# Person Specification

## Essential Criteria for the roles which will be used to assess your application:

You will need to be able to show, through your application, that you have the professional skills, breadth of experience and personal qualities for this post, as well as the leadership skills to succeed at Director level in the Senior Civil Service.

You will need to give evidence and examples of proven experience of each of the following essential selection criteria:

- A successful track record of establishing Shared Service Centres (including but not limited to finance, human resources, procurement and payroll), ERP and Business Process Services within organisations of significant scale and complexity.
- Experience of successfully leading transformational change within a complex and multi-disciplinary organisation, with demonstrable accountability for balancing the management of opportunity and risk within highest standards of integrity.
- A successful track record of complex programme management, owning sizable resources and financial/corporate governance in a high profile and transparent environment of significant scale.
- Extensive experience of successfully providing visible leadership, building diverse current and future capability, driving positive culture change and employee experience outcomes as well as inspiring and motivating others to deliver tangible and sustained outcomes in a challenging and high profile environment.
- Demonstrable experience of senior stakeholder skills, engaging and influencing a complex range of stakeholders including those at the most senior levels, making the complex simple and compelling, and influencing with your professional skills and experience.

### Desirable

- Professionally qualified in project management or willing to undertake MPLA

# Application Process

## How to apply

To apply for this post, you will need to complete the online application process outlined below:

This should be submitted no later than Midday 12<sup>th</sup> September 2022 to [centralgovernment@veredus.co.uk](mailto:centralgovernment@veredus.co.uk)

1. A **CV** setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps within the last two years.

2. . A **Statement of Suitability** (of around two pages) explaining how you consider your personal skills, qualities and experience provide evidence of your suitability for the role, with particular reference to the criteria in the person specification.

Applications will be assessed only on the evidence presented against the criteria.

As part of the online application process, you will be asked a number of diversity-related questions. If you do not wish to provide a declaration on any of the particular characteristics, you will have the option to select 'prefer not to say'. If you are unable to apply online, or have any issues with the online application process, please contact:

[centralgovernment@veredus.co.uk](mailto:centralgovernment@veredus.co.uk)

If you are unfamiliar with civil service recruitment and would like a discussion on how best to navigate the process, please contact Veredus who will be happy to advise you and help you with your application.

## Disability Confident Scheme

DWP is recognised as a Disability Confident Leader, demonstrating the departmental commitment to attracting, recruiting and retaining disabled people and supporting them in achieving their full potential. As users of the disability confident symbol, we have made a firm commitment to guarantee a place in the final assessment stage to all disabled applicants who have:

- a physical or mental impairment which has a substantial and long term (over 12 months) adverse effect on your ability to carry out normal day to day activities; or have been diagnosed with HIV infection, cancer or multiple sclerosis; and
- meet the essential criteria at the application stage.

Find out more about [the definition of Disability under the Equality Act 2010](#). You will be asked at the initial application stage if you wish to apply via the scheme.

## Reasonable Adjustments

DWP is committed to making reasonable adjustments for disabled candidates who may require additional help throughout the application process. Adjustments to the recruitment process can vary, as they are personal to a candidate's needs, so it is important to contact us about any adjustments you feel could help your circumstances. Some examples are:

- Written tests instead of a computer assessment
- Extra time to take written tests
- Larger print for written information
- Being accompanied by an interpreter

You will be asked at the initial application stage if you require a reasonable adjustment. Find out more information regarding [reasonable adjustments for online tests](#).



# Application Process

## 1. Shortlist

The panel, which will be chaired by a Civil Service Commissioner, and supported by additional panel members who will assess all applications to select those demonstrating the best fit with the role by considering the evidence you have provided against the criteria set out in the 'Person Specification' section. Failure to address any or all of these may affect your application.

## 2. Assessment

If you are shortlisted, you will be asked to take part in a series of assessments which could include psychometric tests and a technical interview. These assessments will not result in a pass or fail decision. Rather, they are designed to support the panel's decision making and highlight areas for the panel to explore further at interview.

## 3. Informal chat

Shortlisted candidates may have the opportunity to speak to Debbie Alder before the final interview to learn more about the role and the Synergy Programme. You may also have an informal conversation with the DWP Minister for Lords. Please note this is not part of the formal assessment process.

In addition to the above, you will also be invited to a fireside chat with James McEwan, Director General MOJ

## 4. Technical Assessment

Shortlisted candidates will undertake a Technical interview with Karina Singh (IPA) and Andrew Pattison (Home Office DG)

## 5. Interview

Shortlisted candidates will be invited to attend a panel interview in order to have a more in-depth discussion of your previous experience and professional competence in relation to the criteria set out in the Person Specification. This will be a face-to-face interview, date, location and time will be confirmed near the time.

Assessment of technical skills will be via a 5-minute presentation and follow up questions. Full details of the requirements will be given to shortlisted candidates ahead of their interview.

### Selection panel:

A Civil Service Commissioner, will chair the process.

In addition to the Commissioner the panel will also consist of:

Debbie Alder, Director General People, Capability and Place in DWP and Director General Synergy Programme Sponsor, who will be supported by Sarah Homer, Director General (Defra), Fiona Spencer (IPA) and additional panel members to be confirmed.

## 6. Selection and Feedback

The selection process will be chaired in accordance with Civil Service Commission requirements (please see question 11 on FAQ for more information). Regardless of the outcome, we will notify all candidates as soon as possible, and will offer the opportunity to discuss feedback for all candidates who reached interview.

A reserve list will be held for up to 12 months, which we may use to fill future suitable vacancies across government for candidates who are considered appointable following interview.

### Further Information

For more information about the position or the recruitment process, please contact Veredus.

James Griffin – 07736 491816 or [james.griffin2@veredus.co.uk](mailto:james.griffin2@veredus.co.uk)

Antony Harvey – 020 7932 0404 or [antony.harvey@veredus.co.uk](mailto:antony.harvey@veredus.co.uk)

James Greengrass – 020 7932 4286 or [james.greengrass@veredus.co.uk](mailto:james.greengrass@veredus.co.uk)

# Indicative Timeline

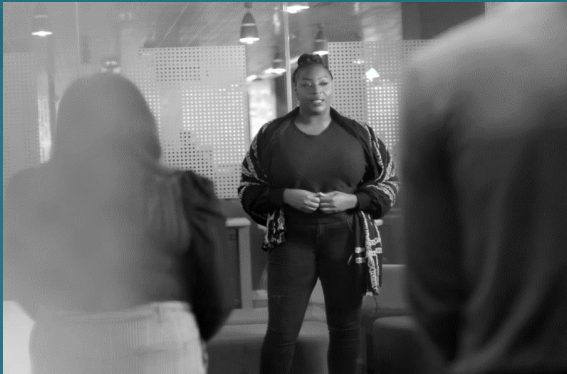
<b>Closing date to submit application</b>	Monday 12 <sup>th</sup> September 2022
<b>Sift</b>	W/C 19 <sup>th</sup> September 2022
<b>Shortlist Meeting</b>	W/C 3 <sup>rd</sup> October 2022
<b>Assessments</b>	W/C 10 <sup>th</sup> October 2022
<b>Interviews</b>	W/C 17 <sup>th</sup> October 2022
<b>Results Notified</b>	W/C 24 <sup>th</sup> October 2022

Please note that these dates are only indicative at this stage and could be subject to change.

Candidates are asked to note the above timetable, whilst exercising flexibility through the recruitment and selection process.



# What we will offer to you...



Whatever your role, we take your career and development seriously, and want to enable you to build a really successful career with the Department and wider Civil Service. It is crucial that our employees have the right skills to develop their careers and meet the challenges ahead, and you'll benefit from regular performance and development reviews to ensure this development is ongoing. As a Civil Service employee, you'll be entitled to a large range of benefits:

- 25 days' annual leave on entry, increasing on a sliding scale to 30 days after 5 years' service. This is in addition to 8 public holidays.
- This will be complemented by one further day paid privilege entitlement to mark the Queen's Birthday.
- A competitive contributory pension scheme that you can enter as soon as you join where we will make a significant contribution to the cost of your pension; where your contributions come out of your salary before any tax is taken; and where your pension will continue to provide valuable benefits for you and your family if you are too ill to continue to work or die before you retire.
- Generous paid maternity and paternity leave which is notably more than the statutory minimum offered by many other employers.
- Childcare benefits (policy for new employees as of 5 April 2018): The government has introduced the Tax-Free Childcare scheme. Working parents can open an online childcare account and for every £8 they pay in, the government adds £2, up to a maximum of £2000 a year for each child or £4000 for a disabled child. Parents then use the funds to pay for registered childcare. Existing employees may be able to continue to claim childcare vouchers.
- Interest-free loans allowing you to spread the cost of an annual travel season ticket or a new bicycle.
- Occupational sick pay.



***“I believe your pension is the most important benefit after your Salary that you can have when you are employed in the Civil Service. Providing you with financial security when you retire and also providing cover for your family and loved ones should the worst happen”***

Dominic Arthur – Director of Civil Service Pensions Operations and Government Recruitment Services

## Great member pension

- ✓ Main Defined Benefit Pension Scheme
- ✓ Providing a secure pension payable for life with no investment uncertainty
- ✓ Choice of a tax free lump sum
- ✓ Generous build rate of 2.32% of your earnings as a pension each year.
- ✓ Choice of entering a Defined Contribution Scheme

## What pension could you get?

- ✓ For example if you earned £80,000 per year and remained in the Defined Benefit Scheme
- ✓ After 10 years you could have a pension of £18,560pa which represents a Lifetime Allowance of circa 35%

## Generous employer contributions

- ✓ Employer contribution towards the main Defined Benefit pension scheme is extremely generous with an average 27% of your pay
- ✓ Employer Contribution towards the Defined Contribution Scheme is between 8% - 14.75% depending on age.

## Main Scheme Death benefits

- ✓ Able to nominate anyone (including charities) for a Tax free lump sum in the event of your death
- ✓ Lump Sum of up to two times your pay
- ✓ Main Scheme provides a Pension for your spouse/partner of around 37.5% of your pension as well as pension for eligible children

Find out more information [about the Civil Service Pension Scheme.](#)



# FAQ

## 1. Can I apply if I am not currently a civil servant?

Yes. This role is open to suitably qualified people in the external market and to existing civil servants and those in accredited Non Departmental Public Bodies.

## 2. Is this role permanent?

This role is being offered on a permanent basis.

## 3. Is this role suitable for part-time working?

This is a full-time role, however, flexible working arrangements are welcomed and will be considered. You should discuss your needs with the hiring manager if you are invited to interview.

## 4. Does this role have an assignment duration?

This role has a minimum assignment duration of three years. Please note this is an expectation only, it is not something which is written into your terms and conditions or indeed which the employing organisation or you are bound by.

## 5. Will the role involve travel?

Some travel may be required for this role.

## 6. Where will the role be based?

This role can be based in the following Government Hub locations: **Leeds, London, Newcastle, Sheffield, Blackpool, Cardiff, Birmingham, Glasgow or Manchester.** Other locations could be considered for the right candidate by exception.

This role is suitable for hybrid working, which is where an employee works part of the week in their DWP office and part of the week from home.

This is a voluntary, non-contractual arrangement and your office will be your contractual place of work. The number of days that anyone will be able to work at home will be determined primarily by business need but personal circumstances and other relevant circumstances will also be taken into account. If you are successful, any opportunities for hybrid working, including whether a hybrid working arrangement is suitable for you, will be discussed with you prior to you taking up your post. **Please be aware that this role can only be worked in the UK and not overseas.**

## 7. Can I claim back any expenses incurred during the recruitment process?

No. Unfortunately we will not be able to reimburse you, except in exceptional circumstances and only when agreed in advance.

## 8. What nationality do I need to hold in order to apply?

The Civil Service Nationality Rules are written into law, they are exempt from the Equality Act 2010 and must be followed. They outline who can and cannot work in the Civil Service including the Civil Service Fast Stream. In summary from 1st January 2021 broadly the following groups will be able to work in the non-reserved posts within the Civil Service:

- UK nationals
- Nationals of Commonwealth countries
- Nationals of the Republic of Ireland
- EEA nationals with (or eligible for) status under the EUSS
- Relevant EEA or Turkish nationals working in the Civil Service
- Relevant EEA or Turkish nationals who have built up the right to work in the Civil Service
- Certain family members of the relevant EU & Turkish nationals

GRS check candidates against the nationality rules as part of the pre-employment checks

## 9. Is security clearance required?

Yes. If successful you must hold, or be willing to obtain, security clearance to SC level. Find out more information [about the vetting process](#).

## 10. What reasonable adjustments can be made if I have a disability?

We are committed to making reasonable adjustments in order to support disabled job applicants and ensure that you are not disadvantaged in the recruitment and assessment process. Reasonable adjustments could include; allowing extra time during selection tests; ensuring that information is provided in an accessible format or; by providing training.

If you feel that you may need a reasonable adjustment to be made, or you would like to discuss your requirements in more detail, please contact us in the first instance.

[If you wish to receive a hard copy of the information](#), or in an alternative format e.g. Audio, Braille or large font then please contact:

[julie.henrick@veredus.co.uk](mailto:julie.henrick@veredus.co.uk)



## 11. What is the role of the Civil Service Commission in relation to recruitment into the Civil Service?

The Civil Service has two primary functions:

1. To provide assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition as outlined in the Civil Service Commission's Recruitment Principles. For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel.
2. To hear and determine appeals made by civil servants under the Civil Service Code which sets out the Civil Service values. Honesty, Integrity, Impartiality and Objectivity – and forms part of the relationship between civil servants and their employ

## 12. Will this role be overseen by the Civil Service Commission?

Yes. As this role is one of the more senior posts within the Civil Service, the process is underpinned by the Civil Service Commissions recruitment principles. Find out more [about the Civil Service Commission](#).

## 13. What do I do if I want to make a complaint?

The law requires that selection for appointment to the Civil Service is on merit on the basis of fair and open competition as outlined in the [Civil Service Commission's Recruitment Principles](#).

If you feel your application has not been treated in accordance with the Recruitment Principles, and you wish to make a complaint, you should contact [ambia.quinlan@dwp.gov.uk](mailto:ambia.quinlan@dwp.gov.uk) in the first instance.

If you are not satisfied with the response you receive from the Department, you can [contact the Civil Service Commission](#).

## 14. What should I do if I think that I have a conflict of interest?

Candidates must note the requirement to declare any interests that might cause questions to be raised about their approach to the business of the Department. If you believe that you may have a conflict of interest please contact [antony.harvey@veredus.co.uk](mailto:antony.harvey@veredus.co.uk) before submitting your application.



Department  
for Work &  
Pensions

# Thank you for your interest in this role

This is an amazing opportunity for you to become our next leader in the Department for Work and Pensions. If you are passionate about making a sustainable and positive impact to people's lives, we'd love to hear from you.

If you have any questions, please contact:

[antony.harvey@veredus.co.uk](mailto:antony.harvey@veredus.co.uk)

[az.ahmed@veredus.co.uk](mailto:az.ahmed@veredus.co.uk)

[james.greengrass@veredus.co.uk](mailto:james.greengrass@veredus.co.uk)